

Jennifer Matis

From: Center for Presidential Transition <mail@ourpublicservice.org>
Sent: Thursday, April 23, 2020 11:57 AM
To: Shelley K. Finlayson
Subject: Center for Presidential Transition Weekly Newsletter



PARTNERSHIP FOR PUBLIC SERVICE

CENTER *for* PRESIDENTIAL TRANSITION®

Welcome to the Center for Presidential Transition® newsletter, your weekly source of information for planning a new administration or for a president's second term.

In this week's newsletter:

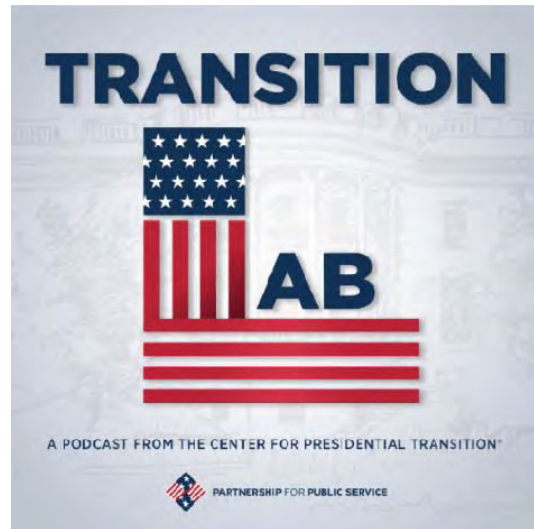
- New episode of Transition Lab featuring Four-Star Admiral James Stavridis and former CEO of General Motors Dan Akerson
- Read our report on increased productivity in year one and year five of a presidential administration
- Dave Marchick on Government Matters TV
- Learn about our model for federal leadership in Harvard Business Review

New episode of Transition Lab featuring Admiral James Stavridis and Dan Akerson

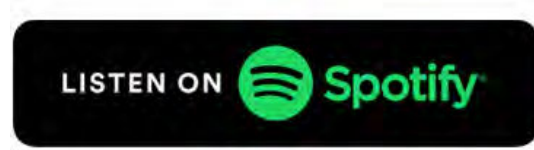
Four-Star Admiral James Stavridis and former General Motors CEO Dan Akerson distinguished themselves as exceptional leaders during times of crisis.



Join us on Transition Lab to learn how effective leaders operate during times of uncertainty. Stavridis and Akerson discuss how public and private sector leaders can navigate the challenges posed by the coronavirus.



Listen on [Apple Podcast](#), [Spotify](#), [Stitcher](#) and [TuneIn](#).



Transition Lab Survey

Have you listen to our podcast, Transition Lab?

[Yes](#)

[No](#)

Effective Transition Planning Can Help Presidents Have a Successful Year One and Year Five

For both new administrations and those beginning a second term, advanced transition planning is essential for achieving policy successes, delivering for the American people and creating a strong start for the next four years in office.

Preparation is always crucial, yet the current coronavirus pandemic reinforces the need for effective planning and the importance of being ready to respond to crises that can range from natural disasters and health care emergencies to matters of national security and economic instability.

Learn how transition planning can help presidents achieve their policy goals in both year one and year five of their administration in [this new report](#).

Dave Marchick on Government Matters TV



Harvard Business Review: A Nonpartisan Model for Developing Public-Service Leaders

The government's current leadership development approach — today and in previous administrations — has been neither up-to-date nor applied consistently, if at all, across departments and agencies, and is not fully imbued with the concept of the public trust. When the [Partnership for Public Service](#) carried out focus groups with the [Senior Executive Service](#) and HR officials, we found that many public-service leaders failed to practice the leadership competencies they committed to when they applied for their jobs.

To forge the leaders we'll need to get through the next crisis, we need to implement a new model for training them today. [Read the full article](#) to learn

about how the Partnership is changing the model for developing public-service leaders.

[Forward to a friend](#)

Visit us at presidentialtransition.org

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Jennifer Matis

From: Partnership for Public Service <mail@ourpublicservice.org>
Sent: Wednesday, April 22, 2020 10:01 AM
To: Shelley K. Finlayson
Subject: COVID-19 resources for federal employees

[View this message in your browser](#)



To help federal employees work effectively while continuing to stay safe, we are sharing resources and updates from the Partnership and federal agencies. If you have additional resources you would like us to share in future emails or ideas for resources you would like us to write about, please [let us know](#).

Partnership Resources

Updates on Partnership programs and events

We are reviewing program operations, staffing plans and resources to ensure that our programs and events are safe for participants and staff members. Visit our COVID-19 response webpage to see updates to our programming and events.

[See the updates](#)

Virtual offerings

As telework expands around the country, leaders and other federal employees can turn to the Partnership's numerous virtual courses to continue their professional development. Employees at all levels can explore our virtual leadership toolkits, executive leadership coaching and online courses to maintain and expand their skills.

[Learn more](#)

Recent Blog Posts



COVID-19 and the serious threat to vulnerable federal employees

More than 14% of Veterans Health Administration medical officers are older than 65, placing them at high risk for the coronavirus. Federal leaders must prioritize protecting the health and safety of these employees who are working to stop the spread.

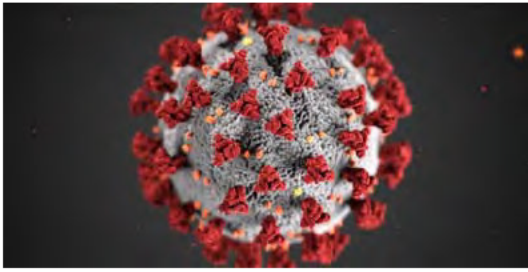
[Read more](#)



Agency resources for managing remote teams

The Office of Personnel Management and the General Services Administration released resources for supervisors who may now be managing remote teams on a more permanent basis. Discover these best practices to help managers support their remote employees.

[Read more](#)



Stopping COVID-19 requires stronger social distancing actions

In a newly released white paper, MITRE offers guidance that federal leaders should implement to stop or slow the spread of COVID-19. MITRE proposes 14 social distancing policies to help reduce infections and deaths from COVID-19 and avoid overburdening our health care system.

[Read more](#)



Three tips to help you host an engaging program for your virtual audience

Many agencies may be hosting programs and events virtually for the first time. The Partnership is sharing three tips to help you connect better with your online audiences to ensure your virtual offerings are just as successful as your in-person ones.

[Read more](#)

Additional Blog Posts

How an effective leader handles a crisis

The Partnership's Public Service Leadership Model identifies four key leadership competencies—becoming self-aware, engaging others, leading change and achieving results—that government leaders need to master to best serve our country. Mia Beers, winner of the 2015 Service to America Medal National Security and International Affairs award, applied these competencies when she led a team of U.S. responders who risked their own health to coordinate personnel from five federal agencies and helped turn the tide on the 2014 Ebola crisis in West Africa.

[Read more](#)

How to stay connected with remote colleagues

For their group project, six participants in the Excellence in Government Fellows program wanted to tackle the challenge of helping remote teams feel connected and engaged. The toolkit they created includes more than 70 team-building activities specifically tailored for teams that work virtually.

[Read more](#)

Transition Lab Podcast



The Fifth Risk and Coronavirus, a conversation with Michael Lewis

Author Michael Lewis shares insights on how to handle the coronavirus pandemic and stories from "The Fifth Risk." Lewis discusses the critical role federal employees play in managing the crisis and offers advice for presidential transition teams. He also outlines the importance of effective government management, both in routine times and times of crisis, and the need to rethink what we're told about the career officials running government.

[Listen to the episode](#)



Managing a presidential transition during a national crisis

Stephanie Cutter, spokeswoman for the 2008 Obama-Biden transition and communications strategist, shares her perspective on managing the transition to the new administration, which occurred during the global financial crisis. Presidential candidates today can learn lessons from the Obama-Biden team's approach to the 2007-2008 global financial crisis as they consider how to handle the evolving COVID-19 pandemic.

[Listen to the episode](#)

Stay Connected

Join the #FedTeleworkers Facebook group



The Partnership started a Facebook group to bring together federal employees affected by the coronavirus pandemic. Consider it a place to share your ideas, best practices and encouragement for your fellow teleworkers. Join now and pass along to your networks.

[Join the group](#)

Follow the Partnership's COVID-19 Twitter Moment



The Partnership is sharing daily updates on the federal impact of the coronavirus pandemic. Follow along to get the latest news and resources to help federal employees do their mission-critical work.

[Follow the Partnership](#)

Agency Resources

[Federal Employee Education & Assistance Fund COVID-19 resources page](#): The FEEA has shared a variety of resources including teleworking tips, how to manage anxiety and stress, educational tools for students and how to navigate financial struggles.

[USAJOBS COVID-19 Response Program](#): Federal agencies can post details and temporary assignments so current federal employees have the opportunity to assist with the federal response to COVID-19.

[Centers for Disease Control and Prevention coronavirus FAQ](#): The CDC is sharing answers to common questions about how people can protect themselves, and what they should do if they feel sick.

[Benefits.gov coronavirus resources page](#): Find answers to questions about benefits, including unemployment and health care assistance, loans for businesses and the stimulus check.



Forward



Tweet



Share



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From: [Mary Gibert - AK](#)
To: [Shelley K. Finlayson](#); Chris.Naylor@nara.gov; stephen.hickman@opm.gov; alita.bagley@opm.gov
Cc: [Mary Gibert - WPT](#); [Elizabeth Cain - BB](#)
Subject: Fwd: Follow-Up Presidential Transition Directors Council Meeting Oct 23
Date: Monday, December 2, 2019 9:52:53 AM

Shelley, Chris, Stephen and Alita:

We will not be having a meeting in December.

GSA and OMB will have a strategy call on December 10. We will schedule a meeting following that call.

Happy holidays to all of you!!!

Mary



U.S. General Services Administration

Mary D. Gibert

Associate Administrator
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----- Forwarded message -----

From: **Mary Gibert - AK** <mary.gibert@gsa.gov>
Date: Fri, Oct 25, 2019 at 4:48 PM
Subject: Follow-Up Presidential Transition Directors Council Meeting Oct 23
To: Warren, Peter N. EOP/OMB <peter.n.warren@omb.eop.gov>, Brown, Dustin S. EOP/OMB <Dustin.S.Brown@omb.eop.gov>, Bussow, Mark A. EOP/OMB <Mark.Bussow@omb.eop.gov>
Cc: Allison Brigati - M <allison.brigati@gsa.gov>, Elizabeth Cain - BB <elizabeth.cain@gsa.gov>, Mary Gibert - WPT <mary.gibert@gsa.gov>, Jonathan Clinton - M <jonathan.clinton@gsa.gov>, <Chris.Naylor@nara.gov>, Shelley K. Finlayson

<skfinlay@oge.gov>, <alita.bagley@opm.gov>, <stephen.hickman@opm.gov>

All:

Wanted to touch base on the getbacks from our October 23 call and provide a couple of dates for the December call.

We will have a link to the draft Transition Directory available by Tuesday, October 29 and will provide. Working on the timeline and the legislative summary and expect to have those completed by the end of next week.

Regarding the December call - does either of these 2 dates/times work?
Dec 10, 2019 from 3-4 PM or Dec 11, 2019 from 1-2 PM

Thanks and have a great weekend.

Mary D. Gibert
Federal Transition Coordinator

(b) (6)



U.S. General Services Administration

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From: [Elizabeth Cain - AD](#)
To: [Mary Gibert - AK](#)
Cc: [Warren, Peter N. EOP/OMB](#); [Brown, Dustin S. EOP/OMB](#); [Bussow, Mark A. EOP/OMB](#); [Allison Brigati - M](#); [Chris.Naylor@nara.gov](#); [alita.bagley@opm.gov](#); [stephen.hickman@opm.gov](#); [Shelley K. Finlayson](#)
Subject: Re: Summary Agency Transition Director's Council Meeting - October 23, 2019
Date: Tuesday, December 10, 2019 3:21:40 PM
Attachments: [Presidential Transition Legislation \(S. 394 and H.R. 964\) Summary 10.31.19 \(1\).pdf](#)
[Process and Timeline Nov 2019.pdf](#)
[Summary Agenda Presidential Transition Directors Council Meeting 10.23.19.pdf](#)

My apologies, with the attachments.

Liz Cain
Work: 202-394-7915
Cell: 206-604-9650

General Services Administration
Technology Modernization Fund Program Management Office

On Fri, Nov 29, 2019 at 2:21 PM Mary Gibert - AK <mary.gibert@gsa.gov> wrote:
All:

Hope you enjoyed the Thanksgiving holiday.

It took longer than expected to get the summary document out.

Let me know if you have any edits, questions or concerns.

Also attached is the Legislative Summary provided via email on October 31 and the Transition Process/Timeline document.

Mary
Federal Transition Coordinator



U.S. General Services Administration

Mary D. Gibert

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From: [Mary Gibert - AK](#)
To: [Shelley K. Finlayson](#); Chris.Naylor@nara.gov; stephen.hickman@opm.gov; alita.bagley@opm.gov; [Elizabeth Cain - BB](#); [Mary Gibert - WPT](#)
Cc: [Emma Perron - Q](#); [CHRISTINE DUA - C](#)
Subject: Touch Base
Date: Wednesday, February 12, 2020 1:33:59 PM

Happy February!

Been awhile since we touched base on Transntion activities. wanted to bring you up todate on where we are at with establishing the expanded Agency Transtion Director's Council.

Do any of theses dates and times work - for 1 hour meeting?

2/25

11am-1pm

3-5pm

2/26

1:30-4:30pm

2/28

11'30am-3:30pm

Thanks

Mary



U.S. General Services Administration

Mary D. Gibert

Federal Transition Coordinator and

Associate Administrator

Office of Civil Rights (AK)

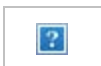
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From: [Mary Gibert - AK](#)
To: alita.bagley@opm.gov; Chris.Naylor@nara.gov; [CHRISTINE DUA - C](#); [Elizabeth Cain - BB](#); [Emma Perron - O](#); [Shelley K. Finlayson](#); stephen.hickman@opm.gov
Cc: [Mary Gibert - WPT](#)
Subject: Agenda for Meeting
Date: Monday, February 24, 2020 5:19:02 PM
Attachments: [Agenda February 25, 2020.docx](#)

attached is a word version for those who dont have google docs



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Associate Administrator

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From: [Mary Gibert - AK](#)
To: [Shelley K. Finlayson](#); Chris.Naylor@nara.gov; stephen.hickman@opm.gov; alita.bagley@opm.gov
Cc: [Mary Gibert - WPT](#); [Elizabeth Cain - BB](#); [CHRISTINE DUA - C](#); [Emma Perron - O](#)
Subject: Transition Directory Hit Analytics
Date: Monday, March 2, 2020 4:30:44 PM
Attachments: [Analytics_GSA.gov Enhanced Analytics Pages 20200201-20200229.pdf](#)
[Analytics_GSA.gov Enhanced Analytics Pages 20191101-20200225.pdf](#)

Attached are the hits from November 2019 - January 2020 and February 2020.

Mary



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Mary D. Gibert

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From: [Ann Orr](#)
To: [Shelley K. Finlayson](#)
Cc: [Shannon Carroll](#); [Dan Hyman](#)
Subject: FW: Prep for Transition Management Panel
Date: Wednesday, April 15, 2020 3:56:46 PM

Shelley

Thanks very much for agreeing to speak on the "How Federal Agencies Support the Transition" panel during our Presidential Transition and Management Conference.

We thought it might be helpful to schedule a prep session for the panel, which so far includes Emily Murphy, Allison Brigati and Mary Gibert from GSA and Peter Warren from OMB.

Please let me know which times do not work for you:

Monday, 4/20: 8:30am-9:15am, 1pm-2pm

Tuesday, 4/21: 9am-9:30am, 11am-12pm, 1pm-3pm

Thursday 4/23: 9am-10am, 1pm-1:45pm

Also GSA is preparing slides. If you'd like to include slides, please keep them short (2-3) since this is now a virtual meeting. We need those materials no later than April 24.

Please let me know if you have any questions. I can be reached by cell at 202-294-1856.

My best,

Ann

Ann Young Orr
Senior Advisor, Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

From: [Ann Orr](#)
To: [Mary Gilbert](#); [Isadora Yoffie - M1Y](#); [Shelley K. Finlayson](#); [Peter Warren](#); houman.rasouli@omb.eop.gov
Cc: [Dan Hyman](#)
Subject: Federal panel
Date: Tuesday, April 21, 2020 9:52:08 AM
Attachments: [Transition Conference Agenda Federal.docx](#)

Looking forward to our call this morning. Attached is the agenda for the Transition Conference Federal.

Hope this is useful.

Thanks again!

Ann

Ann Young Orr
Senior Advisor, Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

From: [Mary Gibert - AK](#)
To: [Shelley K. Finlayson](#); stephen.hickman@opm.gov; Chris.Naylor@nara.gov
Cc: [Mary Gibert - AK](#); [Isadora Yoffie - M1Y](#)
Subject: 6 Month Report
Date: Wednesday, May 13, 2020 4:55:33 PM
Attachments: [SenateCoverLetterMay132020.pdf](#)
[HouseCoverLetterMay1320202.pdf](#)
[2020 Presidential Transition Activities 6-month Report to Congress 5.13.2020.pdf](#)

All:

Transmitted and will be posted to the Transition Directory.

Mary



U.S. General Services Administration

Mary D. Gibert

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From: [Ann Orr](#)
To: [Peter Warren](#); [Allison Brigati](#); [Mary Gilbert](#); [Shelley K. Finlayson](#); [Lee Lofthus](#)
Cc: [David Marchick](#); [Shannon Carroll](#)
Subject: Conference materials
Date: Thursday, April 30, 2020 11:19:17 AM
Attachments: [Transition Conference Campaign Representatives Bio \(004\).pdf](#)

Looking forward to seeing you soon.

Please find attached the bios of the Biden representatives. As we mentioned before, please keep all aspects of this conference confidential, including participants names.

Here is the Zoom information again for reference:

For the conference, you will need to go to <https://zoom.us/join> and manually enter:

A meeting ID – Thursday: (b) (6)

A 6 digit password – via text from Livi Logan-Wood ((b) (6)

Ann Young Orr
Senior Advisor, Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

From: [Ann Orr](#)
To: [Shelley K. Finlayson](#)
Cc: [David Marchick](#); [Shannon Carroll](#)
Subject: Thank you!
Date: Thursday, April 30, 2020 5:37:27 PM

Shelley

Your presentation was excellent and was well received. I am sorry I had to rush you. On a personal level, I enjoyed meeting you and we all look forward to our continued work together.

My best,

Ann

Ann Young Orr
Senior Advisor, Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

From: [Isadora Yoffie - M1Y](#)
To: [Mary Gibert - AK](#); alita.bagley@opm.gov; stephen.hickman@opm.gov; Chris.Naylor@nara.gov; [Shelley K. Finlayson](#)
Subject: Re: Introduction and Input for 6 Month Report
Date: Friday, March 27, 2020 1:47:24 PM

Hello,

I just sent out an invite for a call from 11:30am-12pm on Tuesday, March 31. If this time does not work for you, please let me know and I am happy to connect one on one.

Have a nice weekend,

Dorsy
202-374-7828

On Thu, Mar 26, 2020 at 1:09 PM Isadora Yoffie - M1Y <isadora.yoffie@gsa.gov> wrote:
Hello Everyone,

Thanks for the introduction Mary, and it is nice to virtually meet all of you! I look forward to working together.

To follow up on Mary's email, I have attached for your reference the 6 Month Report to Congress from 2016. We plan to discuss it in more detail on the call we will set up for early next week, so please come with any questions you may have. If you have a preference for meeting as a group (via phone) on Monday (March 30) or Tuesday (March 31), please let me know.

Thanks and stay safe,

Dorsy
202-374-7828

On Thu, Mar 26, 2020 at 9:46 AM Mary Gibert - AK <mary.gibert@gsa.gov> wrote:
Shelley, Chris, Stephen and Alita:

Hope this email finds you all well during these challenging times. I wanted to touch base on a couple of items.

1st - Isadora (Dorsy) Yoffie has joined our Team as my Deputy. She will be preparing and coordinating the 6 Month and 3 Month Reports as well as the Agency Transition Director's Council (ATDC) and other activities.. I have included her on the email - she will be reaching out.

2nd - We are working on the 6 Month Report and will need input from each of you.

3rd - Will get a call scheduled to update you on our activities.

Thanks - be well and safe.

Mary



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--



U.S. General Services Administration

Dorsy Yoffie

Associate Director, Office of Shared Solutions & Performance Improvement

Office of Government-wide Policy

[202-374-7828](tel:202-374-7828)

From: [Isadora Yoffie - M1Y](#)
To: alita.bagley@opm.gov; Chris.Naylor@nara.gov; [Shelley K. Finlayson](#); stephen.hickman@opm.gov
Cc: [Mary Gibert - AK](#); [CHRISTINE DUA - C](#)
Subject: Agenda for 3/31 "Touch Base on the Presidential Transition Planning Activities"
Date: Monday, March 30, 2020 3:50:03 PM

Hi Everyone,

Below is the agenda for our discussion tomorrow.

1. Welcome
2. PTT Updates
3. First ATDC Meeting anticipated to be held virtually on 4/27
4. 6 Month Report to Congress
5. Other questions from the group

Speak with you then!

Dorsy

From: [Ann Orr](#)
To: [Shelley K. Finlayson](#)
Cc: [David Marchick](#); [Shannon Carroll](#)
Subject: Transition Conference Details
Date: Tuesday, April 28, 2020 2:41:28 PM
Attachments: [Transition Conference Briefing Packet 2020.pdf](#)
[Transition Conference Participant Bios.pdf](#)
[The Nuts and Bolts of a Transition.pdf](#)
[Federal Agencies Supporting Transition.pdf](#)

Hi Shelley,

We are looking forward to seeing you online for the presidential transition conference on Thursday, April 30. Thank you again for your participation.

Below please find a summary of the materials we have attached and detailed logistical instructions on how to participate in the conference. We realize that we are adding additional layers of security for the participants and apologize for that – we believe the benefits for security and confidentiality outweighs the modest inconvenience you will experience.

Please find attached:

Conference materials (shared with all participants)

1. Pre-read briefing packet with an overview of transition planning, management and operations, and presidential appointments. This pack was prepared in partnership with the Boston Consulting Group, our thought partner on this conference (attached)
2. Biographies of transition experts and federal participants (attached)
 - a. We will share the names of the campaign representatives on Thursday morning.
3. [2020 Presidential Transition Guide](#), which we prepared in partnership with the Boston Consulting Group
4. White paper on establishing the transition organization, including the 501(c)(4) (attached)
5. PowerPoint slides for reference during the federal presentations (GSA, OGE and Justice), which will be discussed but not shown on the screen

The conference will be discussion only - there will be no slides presented on the screen. Please treat all of the attached as pre-reads.

To create a safe and secure environment, please read this information closely:

Confidentiality

As you know, there is intense media scrutiny on transition planning. We ask that you do not discuss this meeting outside of the conference.

Conference logistics and technology

After considering multiple platforms for this conference, we have decided to use Zoom so that

everyone can be on video. We have taken measures to ensure that the meeting will be as secure as possible. Specifically we are (i) establishing a unique ID number for the Zoom meeting; (ii) requiring dual authentication with a password which we will text you; and (iii) controlling the zoom meeting through a waiting room in which only verified participants will be allowed in. We realize this creates a little bit of a headache to get into the meeting but we think the security and confidentiality benefits outweigh the inconvenience.

The day of the conference

1. We will open the Zoom meeting 15 minutes prior to the start of the conference at 11:45 am ET on Thursday. Please plan to join at least five minutes before we kick off at 12:00 pm ET.
2. For the conference, you will need to go to <https://zoom.us/join> and manually enter:
 - a. **A meeting ID** – Thursday: (b) (6)
 - b. **A 6 digit password** – We have most of your personal mobile phones. We will send you a test message to confirm and will send you the password on the morning of the conference. If we do not have your mobile phone number, Livi Logan-Wood will email you.
3. When you sign into the meeting, you will be placed in a ‘waiting room’ until the host verifies your name and admits you into the meeting room.
4. If you have any technical difficulties or other issues day-of, please reach out to:
 - a. Livi Logan-Wood via text (b) (6) or email (b) (6).
 - b. Shannon Carroll is also reachable at (b) (6) and (b) (6)

Video and microphone usage

1. For confidentiality and to create a safe environment, we request that you keep your video on for the entirety of the conference.
2. This meeting will not be recorded.
3. Please only turn on your microphone when speaking to reduce background noise.

If you have any questions, please do not hesitate to reach out.

Best,

Ann

From: [Ann Orr](#)
To: [Shelley K. Finlayson](#)
Subject: Transition Conference Agenda Federal
Date: Wednesday, April 29, 2020 8:59:04 AM
Attachments: [Transition Conference Agenda Federal.docx](#)

Good morning!

Tomorrow's federal agenda has changed slightly. Due to the pressing pandemic crisis, Chris Lidell regrets that he is no longer able to speak- although he hopes he will still be able to join. We have changed the agenda to reflect that.

Thanks

Ann

From: [Ann Orr](#)
To: [Mary Gilbert](#); [Isadora Yoffie - M1Y](#); [Shelley K. Finlayson](#); [Dan Hyman](#)
Subject: Answers to your questions on the Zoom call
Date: Sunday, April 26, 2020 11:42:06 AM

Thanks for your excellent questions –the answers are highlighted. Please let us know if there is anything else.

1. Will everyone have a unique password, or will there be one password for everyone? (If one password, Mary will share with Emily and Allison). **Yes, there will be one password.**
2. Will the host be able to mute people so there is no background noise? **Yes**
3. Will the participants know who the host is in case there are problems? **Yes, Livi can be reached at (b) (6) She will be acting as tech support, so you can reach her directly if you have issues.**
4. Remind people in the instructions that they have to manually enter password – **will do!**

Ann Young Orr
Senior Advisor, Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

Jennifer Matis

From: Partnership for Public Service <mail@ourpublicservice.org>
Sent: Friday, April 24, 2020 1:00 PM
To: Shelley K. Finlayson
Subject: Public Service Weekly - Partnership featured in Harvard Business Review, new board members and more

April 24, 2020

Your Friday update for federal news, events and more.

[View this message in your browser](#)

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Public Service Weekly

FROM THE PARTNERSHIP FOR PUBLIC SERVICE



Trending News

IRS takes step toward modernizing tax return process

Andrew Eversden

Federal Times

5 things to know about the latest coronavirus relief bill

White House lays out plans to open agencies, move off telework

Lia Russell

FCW

Senators want federal innovation centers to help state and local governments

Sylvan Lane
The Hill

Andrew Eversden
Federal Times

**Agencies remind employees to remain
ethical during pandemic**

Eric Katz
Government Executive

Announcements

The Partnership featured in Harvard Business Review



As COVID-19 spreads around the globe, effective government leadership is especially critical. The need for skilled leaders is discussed in a new article in the Harvard Business Review, **A Nonpartisan Model for Developing Public-Service Leaders**, authored by Robert McDonald and Doug Conant, both Partnership board members and co-chairs of our Government Leadership Advisory Council, and the Partnership's Andrew Marshall, director for leadership development.

The article highlights our **Public Service Leadership Model** and top public servants such as Dr. Anthony Fauci to illustrate our government's pressing need for an updated approach to leadership development.

[Read more](#)

New Partnership board members

The Partnership is pleased to announce three newly elected board members – retired **Air Force Gen. Lester L. Lyles**, former chairman of the board of USAA and former vice chief of staff of the U.S Air Force; **Kevin Sheekey**, global head of external relations at Bloomberg LP; and **Jim VandeHei**, co-founder and CEO of Axios, a news website.

In welcoming these new members to the board, Max Stier, Partnership president and CEO, said “Les, Kevin and Jim each bring a wealth of experience, expertise and leadership to the Partnership’s work at a time when our government is under tremendous strain. The COVID-19 pandemic is an urgent wake-up call for the need to rebuild and reshape our government, and we are fortunate to have the guidance of these individuals, and our entire board, as we continue efforts to improve our federal government.”

[Read the full statement](#)

Why I Serve survey

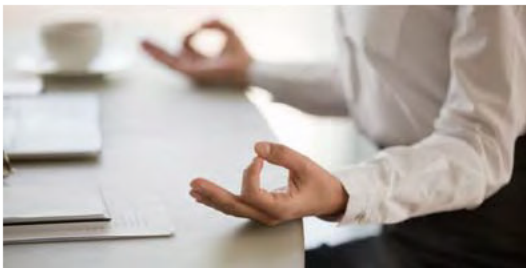
During **Public Service Recognition Week** May 3-9, we are pleased to honor our hard-working civil servants. If you are a **current federal employee**, take the "Why I Serve" survey so we can share your responses and highlight the importance of public service in our country. We look forward to recognizing the incredible work of government employees.



[Take the survey](#)

We the Partnership

Are you an agitated leader? Here are four tips to help you stay "CALM."



Composure matters when it comes to leadership, even when working in a virtual environment. Building on the self-awareness competency in the Partnership's **Public Service Leadership Model** and using insights from Brené Brown's *The Gifts of Imperfection*, the Partnership offers tips to help you keep

your cool and ease work anxiety in your agency.

[Read the post](#)

Leaders show how government can improve hiring to address 21st century tech challenges

At the Tech Talent for 21st Century Government report launch, Matt Cutts, administrator of the U.S. Digital Service, and Clare Martorana, chief information officer at the Office of Personnel Management, shared their insights into how the federal government can address modern challenges. Learn more about how agencies can improve hiring and attract private-sector talent in video highlights from the event.

[Read the post](#)

Check out the [We the Partnership](#) blog to find more stories of government service and resources for federal employees.

Sammies Spotlight

Each week until **Public Service Recognition Week**, we will feature a former **Service to America Medals** winner or finalist. In these extraordinary times, we need to recognize the amazing work of our nation's government employees.

Barney Graham and Theodore Pierson, 2018 Promising Innovations Medal finalists



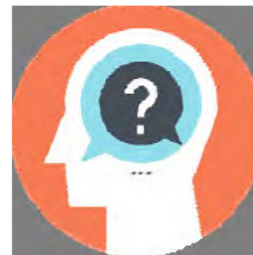
Dr. Barney Graham, deputy director of the Vaccine Research Center, and Ted Pierson, chief of the Laboratory of Viral Diseases, developed a promising vaccine for the Zika virus with unprecedented speed.

The NIH researchers recognized the urgency of developing a vaccine even prior to the start of the Zika epidemic in 2015. By the time Zika was declared a global public health crisis, Graham and Pierson had already accelerated the testing process for hundreds of Zika vaccine ideas.

[Read their story](#)

Partnership Leadership Tip

"It's futile to put personality ahead of character, to try to improve relationships with others before improving ourselves." – Stephen Covey, author of *The 7 Habits of Highly Effective People*. What might be an opportunity for personal growth during this time?



Each week, the Partnership will share a thought for leaders to consider as they support their employees and fulfill their agencies' missions.

Events

Crisis Communications "Ask Me Anything" Part 2 webinar

Effectively communicating during the coronavirus outbreak presents an unprecedented set of challenges for our government's public affairs community.

Join Quadrant Strategies for a virtual presentation and Q&A session with Scott Siff and Billy Mann, two senior communications consultants with crisis management expertise advising clients facing high-stakes crises in both the private and public sectors. Siff has been an advisor to leaders around the globe, including President Bill Clinton and British Prime Minister Tony Blair. Mann is a trusted advisor to senior executives at Fortune 500 companies.

They will share insights, examples and best practices for effectively communicating during today's changing situation. The virtual event is **Thursday, April 30, from 1-1:30 p.m. EDT.**

[Register now](#)

Center for Presidential Transition® Updates

New report: Effective transition planning can help presidents have a successful year one and year five

Preparing for the enormous responsibility of running the federal government is the most important job for any presidential candidate, and early transition planning is crucial for both new administrations or a second term. Our new report details how transition teams can ensure a strong start during a new administration. For presidents facing a second term, a lack of transition planning leads to less productivity.

[Read the report](#)

On the blog: A new report offers recommendations to government on how to use and promote technical innovation

The Partnership and the Tech Talent Project's **Tech Talent for 21st Century Government** report highlights presidentially appointed and senior-level positions that are critical for setting innovative policies. A new administration or second-term president must fill these positions and consider how technology can improve government.

[Read the post](#)

Podcast episode: Leadership in times of turmoil

In this week's **Transition Lab** episode, retired four-star Adm. James Stavridis, and former General Motors CEO Dan Akerson, discuss how leaders in the public and private sectors can navigate challenges posed by the coronavirus.



[Listen now](#)

Professional Development Opportunities

Virtual course: Foundations in Public Service Leadership

The **Foundations in Public Service Leadership program** enables you to effectively influence others, lead change and achieve results, while developing your personal leadership style and communication skills.

The virtual course is designed for team leaders, new supervisors or technical experts in the GS-12 and GS-13 levels. Other GS level employees will also be considered. Applications are due **June 1**.

[Learn more](#)

Coronavirus Updates for the Partnership Community and the Public

Read our response and see updates to our programming and events.

Check the Partnership's Twitter account for additional updates on the federal impact of the coronavirus pandemic.

Join the Partnership's #FedTeleworkers Facebook group to connect with other federal employees impacted by the coronavirus pandemic. Share your ideas, best practices and encouragement for your fellow teleworkers.



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Sample list

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From: [Shelley K. Finlayson](#)
To: [Deborah J. Bortot](#)
Cc: [David J. Apol](#)
Subject: FW: Follow up
Date: Monday, February 3, 2020 11:31:43 AM
Attachments: [Referral to GSA](#)
[ATT00001.htm](#)
[Referral to GSA](#)
[ATT00002.htm](#)

5 page attachment referred to GSA; 2 page attachment referred to GSA

FYI

From: David Marchick [mailto:(b) (6)]
Sent: Thursday, January 30, 2020 8:38 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Kumar Martha <(b) (6)> Mary Gibert <mary.gibert@gsa.gov>
Subject: Follow up

Good evening Shelley, Mary and Martha:
Thank you for your time today - interesting discussion! I am attaching the Partnership's two most recent issue briefs along with the link to the Transition Lab podcast. Transition Lab is available on several podcast platforms and you can you choose your favorite here: <https://presidentialtransition.org/transition-lab/>.
Hopefully each of you can be on the podcast!
Thanks again!
Dave

From: [Chantelle Renn](#)
To: [Shelley K. Finlayson](#)
Subject: RE: Next Chief of Staff Roundtable, Friday March 20
Date: Tuesday, March 3, 2020 5:31:53 PM

Wonderful news, Shelley. Will be back in touch shortly. Hope you had a lovely day.

Chantelle

From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Tuesday, March 3, 2020 7:33 AM
To: Chantelle Renn <(b) (6)>
Subject: RE: Next Chief of Staff Roundtable, Friday March 20

Good morning, Chantelle –

Thanks so much for reaching out. I would be pleased to attend the roundtable.

I look forward to receiving the agenda and seeing you at the event.

Best,
Shelley

From: Chantelle Renn [<mailto:CRenn@ourpublicservice.org>]
Sent: Wednesday, February 26, 2020 10:54 AM
To: Shelley K. Finlayson <skfinlay@oge.gov>
Subject: Next Chief of Staff Roundtable, Friday March 20

Hi Shelley,

We're looking forward to having you here at the Partnership on 3/26 to discuss all things OGE and transition.

At the risk of crowding your schedule with Partnership activities, I wanted to let you know that we are reconvening our component and independent agency chiefs of staff on **Friday, March 20**, and extend an invitation to you to attend. It will run the same time, from 8:00am to 9:30 a.m.

We are developing the agenda based on everyone's input in December and will circulate shortly, but we have flexibility on discussion topics.

Look forward to seeing you soon either way.

Thanks again, Shelley.
Chantelle

Chantelle Renn

Center for Presidential Transition
Partnership for Public Service

(b) (6)

(b) (6)

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From: [Shelley K. Finlayson](#)
To: [Emory A. Rounds III](#)
Subject: Input for 6 Month Election Readiness Report to Congress
Date: Monday, March 30, 2020 8:55:05 AM
Attachments: [Presidential Transition - 6 Month Report to Congress_5_5_16_4pm_Horne_FINAL.pdf](#)

12 page attachment
referred to GSA

Good morning, Emory –

As part of the executive branchwide election readiness team, OGE contributes to the report due to Congress six months prior to the election that GSA prepares. We have been asked to provide text for this year's report. In response, we have put together a revised draft for your review here [\(b\)\(5\) internal network address](#)

[\(b\)\(5\) internal network address](#). Please let me know whether there are additional activities that you would like to highlight, edits to tone, etc. The prior OGE text is included above the proposed text for comparison and the full report sent to Congress in 2016 is attached for your reference.
Thanks,
Shelley

From: [Shannon Carroll](#)
To: [Shelley K. Finlayson](#)
Cc: [Ann Orr](#)
Subject: Presidential transition conference
Date: Thursday, April 9, 2020 12:01:35 PM
Attachments: [Transition Conference Agenda External.docx](#)

Hi Shelley, here's the agenda that I mentioned.

Please let me know if this timing works for you and if you have any additional questions.

I've also copied Ann Orr, our senior advisor, who will be facilitating the session.

Best,

Shannon

Shannon Carroll

Senior Manager

Center for Presidential Transition

Partnership for Public Service

1100 New York Avenue NW, Suite 200 East

Washington, DC 20005

(b) (6)

(b) (6)

From: [Isadora Yoffie - M1Y](#)
To: [Shelley K. Finlayson](#)
Cc: [Mary Gibert - AK](#)
Subject: Re: OMB Memorandum
Date: Wednesday, April 29, 2020 9:37:51 AM

Hi Shelley,

Great, thank you! I'll connect with Mary after tomorrow's PPS event that you both are speaking at and see if she thinks something similar should be done at the ATDC or if the focus should be different. We are currently awaiting feedback from OMB and the WH on the 6 Month Report before we submit it on Friday. I will be sure to share the final copy with you once it is submitted.

Dorsy

On Wed, Apr 29, 2020 at 8:11 AM Shelley K. Finlayson <skfinlay@oge.gov> wrote:

Good morning, Dorsy –

I am happy to present at the first meeting. Depending on what you'd like me to cover anywhere between 5-15 minutes should suffice.

In addition, will you please send me the final 6 month report to Congress for our records?

Thanks,
Shelley

From: Isadora Yoffie - M1Y [mailto:isadora.yoffie@gsa.gov]
Sent: Tuesday, April 28, 2020 5:39 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Chris.Naylor@nara.gov; alita.bagley@opm.gov; Hickman, Stephen D. <stephen.hickman@opm.gov>
Cc: Mary Gibert - AK <mary.gibert@gsa.gov>
Subject: Re: OMB Memorandum

Hi Everyone,

I hope this email continues to find all of you well.

I just want to follow up on the first ATDC meeting. As the OMB Memo states, the first meeting is now scheduled for 5/27. We are still planning to hold it virtually and are putting the agenda and deck. If your agencies are interested, we think it would be beneficial to have NARA, OGE and OPM each speak briefly about their roles and what ATDC members need

to know. Can you let me know if you (or someone else from your agency) would like to speak on behalf of your agency at the first ATDC meeting, and how much time you ideally would request?

Thanks, and have a good evening.

Dorsy

On Tue, Apr 28, 2020 at 9:12 AM Mary Gibert - AK <mary.gibert@gsa.gov> wrote:

For awareness.

Mary



U.S. General Services Administration

Mary D. Gibert

Federal Transition Coordinator and

Associate Administrator

Office of Civil Rights (AK)

1800 F Street, NW, Room 2340

Washington, DC 20405

Office 202-501-0767 | Mobile (b) (6)

Federal Relay: 1-800-877-8339

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From: [Deborah J. Bortot](#)
To: [Shelley K. Finlayson](#)
Subject: FW: Thank you!
Date: Thursday, April 9, 2020 8:03:12 AM

I can do 11:00. They sent a Skype invite, but we don't have the app for that on our OGE laptops or our phones and I think we would need to download it in order to do it. If it's just two of them, we can just do a conference call.

From: Shannon Carroll [<mailto:SCarroll@ourpublicservice.org>]
Sent: Wednesday, April 8, 2020 6:20 PM
To: Shelley K. Finlayson
Cc: Dara Carney-Nedelman ; Deborah J. Bortot ; Kristine Simmons
Subject: RE: Thank you!

Hi Shelley,

Apologies for the late notice – Kristine has a conflict at 11am tomorrow but Dara and I are happy to chat about the questions below, if 11am still works for you and Deb?

- What is entailed in a conflicts analysis? Are there certain thresholds? What if the conflict is deemed de minimis? How is that determined?
- What role has OGE traditionally played in advising the transition teams on ethics, and what, if any, their role will be in advising the ethics codes for the transition teams? Which will now be mandated by recently-passed Presidential Transition Enhancement Act.
- Are there plans for a virtual ethics pledge in development, if so what is the timeline for its release?

I'll send a calendar invite with a dial-in number, but let me know if we might need to look for a new time.

Best,

Shannon

Shannon Carroll

Senior Manager

Center for Presidential Transition

Partnership for Public Service

1100 New York Avenue NW, Suite 200 East

Washington, DC 20005

(b) (6)

(b) (6)

From: Shelley K. Finlayson [<mailto:skfinlay@oge.gov>]

Sent: Tuesday, April 07, 2020 9:51 AM

To: Kristine Simmons <(b) (6)>

Cc: Shannon Carroll <(b) (6)>; Dara Carney-Nedelman <(b) (6)>

<(b) (6)>; Deborah J. Bortot <djbortot@oge.gov>

Subject: RE: Thank you!

Good morning, Kristine –

We would be happy to do that. Deb and I are the best people to answer the remaining questions (question 1 – Deb, questions 3 & 4 – me). We both appear to have availability on Thursday at 11. We

could do the questions separately or together. Please let us know if that works.

Thanks,
Shelley

From: Kristine Simmons [[\(b\) \(6\)](mailto:(b) (6))]

Sent: Thursday, April 2, 2020 6:55 PM

To: Shelley K. Finlayson <skfinlay@oge.gov>

Cc: Shannon Carroll <SCarroll@ourpublicservice.org>; Dara Carney-Nedelman <DCarney-Nedelman@ourpublicservice.org>; Deborah J. Bortot <djbortot@oge.gov>

Subject: RE: Thank you!

Thank you, Shelley! I am wondering if perhaps a member of our team could “interview” the appropriate person at OGE for answers to 1, 3 and 4.... Please let me know what you think and we can take it from there. And certainly no rush.

Hope you are staying well!

Best,
Kristine

From: Shelley K. Finlayson <skfinlay@oge.gov>

Sent: Thursday, April 2, 2020 5:09 PM

To: Kristine Simmons <(b) (6)>

Cc: Shannon Carroll <(b) (6)>; Dara Carney-Nedelman <(b) (6)>
<(b) (6)>; Deborah J. Bortot <djbortot@oge.gov>

Subject: RE: Thank you!

Good afternoon –

We are following up in reply to some of the questions (2, 5, and 6) sent after our briefing last week and to offer a follow up phone call for those questions not easily answered in writing (1,3, and 4).

2. *When do you expect to issue the revised version of the Nominee Ethics Guide?* We expected to issue the revised guide in May.
5. *Could you share any particularly informative graphics or visuals you like to use when introducing people to your system and process? Specifically, any resources that are used for assisting those who are new to government.* Many of the most useful graphics and visuals were included in the briefing slides that we sent on Monday. Additional visuals and graphics are being developed for our revised Nominee Guide and revised Transition Team guide, both of which we will share with you upon publication.
6. *Is the integrity financial disclosure system open to PAS nominees or all PA nominees?* We have attached a one-pager on *Integrity* that provides helpful information about the system for your review. In pertinent part, *Integrity* is available as a shared service at no cost to all of the 140 executive branch agencies and their more than 25,000 public financial disclosure filers. Agencies executive branchwide are using the system, but not all agencies are using the system for all of their public filers. The Ethics in Government Act (5 U.S.C. App §101) specifies who is required to file a public financial disclosure report.

We are happy to answer the remaining questions, which require more in depth discussion, via a phone call if that is of interest.

Thanks again for the opportunity to share information and our ongoing collaboration,

Shelley and Deb

From: Kristine Simmons [[mailto:\(b\) \(6\)](#)]
Sent: Monday, March 30, 2020 5:45 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Deborah J. Bortot <djbortot@oge.gov>
Cc: Shannon Carroll <(b) (6)>; Dara Carney-Nedelman <(b) (6)>
>

Subject: RE: Thank you!
This is terrific, thanks so much.

From: Shelley K. Finlayson <skfinlay@oge.gov>
Sent: Monday, March 30, 2020 5:40 PM
To: Kristine Simmons <(b) (6)>; Deborah J. Bortot <djbortot@oge.gov>
Cc: Shannon Carroll <(b) (6)>; Dara Carney-Nedelman <(b) (6)>
>

Subject: RE: Thank you!

Good evening, Kristine –

Thanks so much for the thoughtful questions. We will circle back once we have conferred on the best method to provide responses. In the meantime, please find attached the slides from our briefing last week. We look forward to continuing the conversation.

Best,
Shelley

From: Kristine Simmons [[mailto:\(b\) \(6\)](#)]
Sent: Monday, March 30, 2020 12:26 PM
To: Shelley K. Finlayson <skfinlay@oge.gov>; Deborah J. Bortot <djbortot@oge.gov>
Cc: Shannon Carroll <(b) (6)>; Dara Carney-Nedelman <(b) (6)>
>

Subject: RE: Thank you!

Good afternoon Shelley and Deb,

Below, please find additional questions from our team. We welcome your assistance with answers in whatever format makes sense. Thanks so much!

1. What is entailed in a conflicts analysis? Are there certain thresholds? What if the conflict is deemed de minimis? How is that determined?
2. When do you expect to issue the revised version of the Nominee Ethics Guide?
3. What role has OGE traditionally played in advising the transition teams on ethics, and what, if any, their role will be in advising the ethics codes for the transition teams? Which will now be mandated by recently-passed Presidential Transition Enhancement Act.
4. Are there plans for a virtual ethics pledge in development, if so what is the timeline for its release?
5. Could you share any particularly informative graphics or visuals you like to use when introducing people to your system and process? Specifically, any resources that are used for assisting those who are new to government.
6. Is the integrity financial disclosure system open to PAS nominees or all PA nominees?

Best,
Kristine

From: Shelley K. Finlayson <skfinlay@oge.gov>

Sent: Friday, March 27, 2020 1:51 PM

To: Kristine Simmons (b) (6) >; Deborah J. Bortot <djbortot@oge.gov>

Cc: Shannon Carroll <[\(b\) \(6\)](mailto:s(b) (6))>; David Marchick

<(b) (6)>

Subject: RE: Thank you!

Thank you so much inviting us. We appreciate the opportunity, interest in our work, and ongoing collaboration.

The slides should be ready to share soon. We welcome additional questions via email. Depending on the nature of the questions, a mix of email and additional conversation may work best for our responses.

Thanks again,

Shelley

----- Original message -----

From: Kristine Simmons (b) (6) >

Date: 3/27/20 10:34 AM (GMT-05:00)

To: "Deborah J. Bortot" <djbortot@oge.gov>, "Shelley K. Finlayson" <skfinlay@oge.gov>

Cc: Shannon Carroll <(b) (6)>, David Marchick

<(b) (6)>

Subject: Thank you!

Shelley and Deborah, thank you so much for the fantastic briefing yesterday! We would welcome a copy of your slide deck when ready. In the meantime, our team has a few additional questions – may we send them your way via email?

Again, thank you! We deeply appreciate our partnership with OGE.

Best,

Kristine

Kristine Simmons

Vice President, Government Affairs

Partnership for Public Service

1100 New York Avenue NW, #200 East

Washington, D.C. 20005

(b) (6)

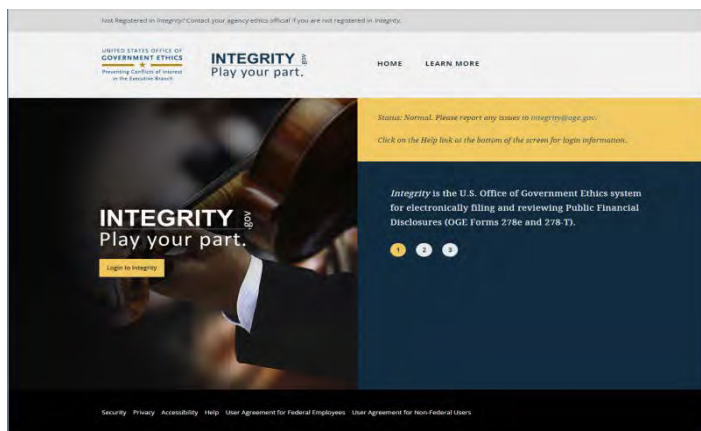
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,HIGHLIGHTS OF *INTEGRITY*

<https://integrity.gov>



Integrity is OGE's secure, web-based system for the collection and review of public financial disclosure reports (OGE Form 278e) in the executive branch. OGE developed the system pursuant to requirements in the STOCK Act of 2012. Launched on January 1, 2015, the system currently has over 135 executive branch agencies and over 22,500 filers registered. Beginning January 1, 2016, OGE started using *Integrity* to collect public reports of those Senate-confirmed presidential appointees (PAS) whose reports are submitted to OGE and the reports of all Designated Agency Ethics Officials. OGE launched the nominee functionality of *Integrity* in late 2015. The current administration is using the system for its PAS nominees.

Key features of *Integrity* include:

- **FILER WIZARDS:** Improved filing accuracy through use of wizards that prompt filers to provide information through questions relevant to an individual filer. OGE limited this targeted assistance feature to areas involving financial interests related to outside employment of filers and their spouses, where mistakes and omissions often occur.
- **ASSET NAME ASSISTANCE:** Asset name auto-complete suggests possible matches for over 13,000 assets as the filer types either the asset name or ticker symbol.
- **COMMENT AND ENDNOTE FEATURES:** Allows filers to submit comments and questions to reviewers about their reports and add endnotes that provide explanatory information about their assets. Through the comment feature, agency reviewers can also instruct filers to make corrections to or add information on their reports.
- **VARIABLE WORKFLOWS:** Provides a variety of workflow options so agencies can tailor the report review processing sequence from initial report assignment to final report certification.
- **NOTICES AND REMINDERS:** Helps ethics officials manage their agencies' financial disclosure programs by sending out notices and reminders to both filers and reviewers.
- **EASY ACCESS:** Users access *Integrity* through the authentication services of MAX.gov by entering their MAX user name and password or using their PIV or CAC cards.
- **SECURITY:** *Integrity* is a web-based application housed in a secure government cloud. *Integrity* was authorized to operate after the system successfully underwent a full, independent security assessment. Both *Integrity*'s authentication provider and host are authorized under the Federal Risk and Authorization Management Program (FedRAMP). *Integrity* has successfully undergone four independent security assessments, the most recent finishing in September 2019.
- **CUSTOMER SATISFACTION:** In July 2019, OGE conducted an annual survey of the agency administrators of agencies that used *Integrity*. These important stakeholders continued to express significant satisfaction with OGE's support and operation of *Integrity* with 90% of respondents reporting being very satisfied or satisfied. This marked the fourth consecutive year that agency administrators rated their satisfaction of *Integrity* at 90% or above.
- **ADVISORY COUNCIL:** Since March 2018, the *Integrity* Advisory Council, comprised of 17 executive branch agencies, has met periodically to evaluate and recommend future *Integrity* improvements.